2001/2002

Performance Plan

Information, Science and Technology Agency

BRITISH COLUMBIA

Information, Science and Technology Agency

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BRITISH COLUMBIA

April 30, 2001

Honourable Garde Gardom, QC
Lieutenant Governor
Province of British Columbia

Your Honour:

I respectfully submit the Performance Plan of the Information, Science and Technology Agency for the years 2001/02 – 2003/04

Sincerely,

Cathy McGregor
Minister Responsible for the
Information, Science and Technology Agency

Ministry of Advanced Education, Training and Technology

Office of the Minister

Mailing Address:
PO Box 9059 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

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THE INFORMATION, SCIENCE AND TECHNOLOGY AGENCY PERFORMANCE PLAN FOR 2001/02 – 03/04

INTRODUCTION

The Information, Science and Technology Agency (ISTA) is the BC Government's central agency with overall responsibility for information management and information technology (IM/IT), and network access. The agency also has responsibility for fostering the development and application of science and technology across the economy and for telecommunications. More specifically, ISTA has responsibility for:

- developing government's strategic direction and legislative/policy framework for IM/IT;
- providing shared IT infrastructure services to ministries;
- promoting the transformation of the way government works and delivers services using IT;
- advising ministries and other public bodies regarding privacy protection and information access;
- operating the BC Archives and government's records management program;
- creating opportunities using science and technology to generate social and economic benefits for BC; and,
- advancing government's interests in telecommunications policies.

The agency administers the *Freedom of Information and Protection of Privacy Act*, the *Document Disposal Act*, the *Electronic Transactions Act*, the *Science and Technology Fund Act*, and the *Science Council Act*.

VISION

BC citizens prosper in a transformed, knowledge-based economy.

MISSION

ISTA, as the steward for government's information framework, supports the innovation economy, promotes e-commerce, and enables the electronic delivery of government services.

VALUES

ISTA has a high-performance culture that promotes individual, team and organizational success. The agency's values represent corporate and individual behaviour and define employees' interactions with clients, suppliers and each other.

- The agency embraces the principles of employment equity and diversity.
- ISTA is committed to creating and maintaining a highly skilled workforce that is reflective of the people of BC.
- All individuals are treated with fairness, dignity and respect.
- Recognition is given to creativity, innovation and risk taking.

- Emphasis is placed on excellence, initiative and leadership by example.
- There is a strong belief in teamwork, good working relationships, strong partnerships and open communications.
- The need for a balance between work and personal life is respected.
- Employees strive for continuous improvement in quality and service.
- Best practices are considered when developing service delivery models.
- ISTA is committed to being an "employer of choice".

Environmental Scan

Macro Trends

- There is an escalating requirement for BC to diversify the economy and to compete globally.
- There is worldwide emphasis on developing information-based economies and jurisdictions are competing to lead the way.
- The telecommunications services field in BC is increasingly competitive.
- The private sector expects government to buy rather than build its IT application solutions.
- The public expects government to be accountable and easily accessible through the provision of more electronic access to government services.
- Continual budget pressures within government require optimal use of scarce resources.
- There are increasing concerns around the privacy, retention and security of personal information, particularly with respect to electronic commerce.
- Federal government is setting the national agenda on privacy.
- Public and business expectations and concerns are increasing about technology, including the recognition that the Internet is "changing the world".
- Business is looking to technology for efficiency improvements.
- Expectations are that opportunities and benefits of high tech will be distributed regionally.
- Globalization is putting increased pressure on tax regimes presenting a challenge to governments.
- While enjoying high connectivity, many British Columbians still have inadequate access to advanced telecommunications services

Key Strengths

- The agency has highly skilled employees.
- Forums for collaboration exist both internally and externally.
- Intra-agency and cross-government linkages have been strengthened.
- Awareness of information technology issues is increasing.

- ISTA is a central agency with recognized responsibility for information and technology management.
- Government is relatively well positioned in terms of having a shared IT infrastructure.
- Government's High Tech Strategy serves as an action framework for the province.
- Government has an information management and information technology strategic framework.
- Government recognizes the role technology can play in transforming the economy.
- BC is acknowledged nationally as a leader in privacy protection.
- The public and business community have high connectivity on a national scale.
- Post secondary institutions are well positioned to provide the training needed for high-tech workers.

Key Challenges

- stakeholder confidence and customer satisfaction
- competing interests of internal and external stakeholders on IT management and delivery
- the need to have greater recognition that information technology as an investment in government service delivery – not a cost
- the need to respond to continuous change
- the development of a culture that promotes "best solutions" for government
- increasing competition for attracting and retaining information technology resources
- changing workplace demographics and the loss of skills and intellectual capital
- need for increased research and development expenditures to keep our industries competitive
- recruiting and retaining skilled personnel in high-tech disciplines

GOALS

GOAL 1: BRITISH COLUMBIANS HAVE EQUITABLE ACCESS TO DIGITAL TELECOMMUNICATIONS.

OBJECTIVES	STRATEGIES
1. Provide advanced, affordable telecommunications services to under-served communities	♦ Use procurement to leverage increased telecommunication services ♦ Use or develop applicable programs to bring broadband to all communities

2. Effectively represent BC's interests with regulatory agencies and communicate those positions to telecommunications carriers	♦ Review applications to Canadian Radio and Telecommunications Commission, develop and provide input on BC's position ♦ Communicate BC's position to stakeholders
3. Maximise access to, and utilisation of, advanced telecommunications networks	♦ Advance BC's position in relevant federal/provincial and inter-jurisdictional meetings and events ♦ Establish partnerships to expand BC's broadband research network (e.g. Optical Regional Advanced Network) ♦ Stimulate the development of applications that advance and take advantage of the broadband network (e.g. health, education)
4. Increase awareness of the benefits of the Internet	♦ Continue to support programs that raise awareness (e.g. Youth@BC) and narrow the digital divide ♦ Expand public Internet access in the regions (e.g. libraries, community schools) ♦ Support programs to expand Internet access to aboriginal communities

KEY PERFORMANCE MEASURES

- Percentage of BC citizens with access to digital telecommunications
  TARGET: 80% within 3 years
- Comparative costs for digital telecommunications across the province
  TARGET: under development
- Comparative costs for digital telecommunications over time
  TARGET: under development
- Percentage of BC communities with access to broadband telecommunications
  TARGET: under development

GOAL 2: ANY GOVERNMENT SERVICE THAT CAN BE DELIVERED ELECTRONICALLY IS AVAILABLE OVER THE INTERNET TO BC CITIZENS AND BUSINESSES.

OBJECTIVES	STRATEGIES
1. Promote and integrate the implementation of government electronic service delivery	♦ Articulate and implement a government portal strategy ♦ Review ministry action plans to ensure e-government advances are being made
2. Expand existing services and develop any new services required to support electronic service delivery	♦ Ensure government's shared IT infrastructure services support the implementation of electronic service delivery ♦ Strengthen security of government's shared IT infrastructure
3. Facilitate convenient and timely access to government programs and services	♦ Enhance the services offered by Enquiry BC

KEY PERFORMANCE MEASURES

- Number of government services offered electronically
  - TARGET: 25% more government services offered electronically each year
- Number of citizens obtaining services electronically from government
  - TARGET: number of hits per week to *BC Connects* increased to
    - 4000 by the end of 2001/02
    - 10,000 by the end of 2002/03
    - 25,000 by the end of 2003/04

GOAL 3: BC CITIZENS AND BUSINESSES HAVE CONFIDENCE DOING BUSINESS ELECTRONICALLY.

OBJECTIVES	STRATEGIES
1. Create a legislative and policy framework to support e-business	♦ Develop any legislation, regulations and policies required to facilitate e-commerce (e.g. private sector privacy legislation)

2. Increase the public's confidence that government protects its personal information in the private sector	♦ Provide leadership in developing BC's response to private sector privacy issues

KEY PERFORMANCE MEASURES

- Number of business transactions conducted over the Internet
  TARGET: under development
- Public and business support for private sector privacy legislation
  TARGET: under development

GOAL 4: GOVERNMENT'S SHARED IT INFRASTRUCTURE MEETS PROGRAM DELIVERY NEEDS.

OBJECTIVES	STRATEGIES
1. Ensure government's shared IT infrastructure services consistently meet the needs of customers	♦ Establish and consistently achieve service levels ♦ Deploy services and technologies that are relevant to customers' needs ♦ Demonstrate that services are cost-effective through benchmarking analysis ♦ Identify and adopt best practices
2. Ensure government's IM/IT policies, standards and architecture support program requirements	♦ Establish or update IM/IT policies, standards and architecure
3. Encourage activities that focus on increased efficiency and effectiveness of government's core telecommunication services	♦ Support programs that promote integration of government's wireless telecommunication systems with its shared IT infrastructure ♦ Support programs that enhance the effectiveness of government's mobile radio systems ♦ Support programs that enhance the capability of government's public safety systems to work effectively with those of other jurisdictions

4. Ensure human resource (HR) programs and practices are in place to support the IT workplace	♦ Implement an HR strategy to attract and retain IT professionals ♦ Align IT staff competencies, training plans and other HR programs with business needs, *InfoSmart*, best practices and evolving priorities ♦ Improve representation of designated groups and increase job opportunities for youth in the IT workforce

KEY PERFORMANCE MEASURES

- Customer satisfaction index
  - TARGET: under development
- Recruitment and retention of IT professionals
  - TARGET: reduction in the vacancy rate for IT professionals in government:
    - for 2001/02 to 16%
    - for 2002/03 to 15%
    - for 2003/04 to 12%

GOAL 5: THE PUBLIC HAS CONFIDENCE IN THE WAY GOVERNMENT MANAGES THE INFORMATION IT HOLDS.

OBJECTIVES	STRATEGIES
1. Increase public confidence that government protects its personal information in the public sector	♦ Address privacy and security issues in all government business including electronic service delivery and other technologies ♦ Ensure that *Privacy Impact Assessments* are done, where appropriate, including for legislative, systems, or program initiatives
2. Make more government information available publicly	♦ Provide corporate leadership in the use of the Internet and other information delivery mechanisms ♦ Facilitate the identification of information for proactive release

3. Ensure government has a standardised, consistent approach to managing its information	♦ Develop and recommend new legislation for information management ♦ Develop and implement strategies and policies for electronic document management, data sharing and information with evidentiary values ♦ Develop a best documents management practices checklist
4. Ensure HR programs and practices are in place to support government IM professionals	♦ Develop an HR strategy for government IM professionals

KEY PERFORMANCE MEASURES

- Number of citizens accessing the government web site
  TARGET: under development
- An increased use of ministry web sites to proactively release information
  TARGET: under development

GOAL 6: BC SUPPORTS THE DEVELOPMENT AND APPLICATION OF SCIENCE AND TECHNOLOGY ACROSS THE ECONOMY.

OBJECTIVES	STRATEGIES
1. Develop strategies and initiatives to attract and retain technology workers	♦ Develop and implement programs to facilitate job entry technology graduates (e.g. First Jobs in Science and Technology, Youth@BC, Co-ops, government's IT Special Employment Program) ♦ Develop partnerships to attract and retain technology workers ♦ Develop partnerships for training/ upgrading of workers to address skill shortages in technology sector ♦ Support initiatives which encourage science awareness and the pursuit of high-tech careers, primarily targeted at

	kindergarten through grade 12 students
2. Support British Columbians in adapting readily to innovation and new technologies	♦ Support initiatives and mechanisms to enhance transfer of knowledge, technologies, processes and services ♦ Enhance the province-wide broadband network to improve innovation across the province ♦ Develop initiatives to increase computer literacy in BC communities ♦ Support key industry sector organisations in their university-industry network and industry network activities
3. Enhance research and development levels to fuel the innovation economy for the benefit of society	♦ Promote general awareness of science and technology advances ♦ Support excellent research in BC's post-secondary institutions ♦ Facilitate research and development partnerships between industry and post-secondary institutions ♦ Develop initiatives to stimulate emerging and leading edge research areas ♦ Leverage increased research and development activities in small- and medium-sized enterprises as well as in all regions throughout the province
4. Increase the participation of stakeholders in strategic planning and evaluation processes	♦ Create and support advisory bodies and forums ♦ Track performance of the BC high tech industry and other factors affecting innovation ♦ Continually evaluate the effectiveness of program initiatives ♦ Continue to liase with other ministries, agencies and jurisdictions

KEY PERFORMANCE MEASURES

- Level of BC government investments in research and development
  - TARGET: annual investment of $100 million on research and development
- Number of technology workers in the economy
  - TARGET: growth rate of technology workers annually exceeds the growth rate of workers in the economy as a whole
- Level of corporate investment in research and development
  - TARGET: under development

RESOURCES

DIVISION/BRANCH	2001/02 BUDGET	2001/02 FTEs	2000/01 BUDGET	2000/01 FTEs
Corporate Programs and Services	**$9,912,000**	**111**	$9,472,000	113
Deputy Minister's Office	$1,310,000	27	$1,357,000	28
Information Management and Corporate Policy Division	$8,602,000	84	$8,115,000	85
Government IT Services Management	**$4,004,000**	**44**	$6,608,000	45
Cost Recovered Services	**$1,000**	**410**	$1,000	414
Costs	$167,795,000		$147,159,000	
Recoveries	$-167,794,000		$-147,158,000	
Science, Technology and Telecommunications Policy	**$25,609,000**	**25**	$25,652,000	25
Science, Technology and Telecommunications Division	$5,848,000		$6,443,000	
Science and Technology Fund	$18,361,000		$19,209,000	
Rural Internet Access Program	$1,400,000		N/A	
TOTAL AGENCY	**$39,526,000**	**590**	$41,733,000	597

DEFINITIONS

- *Digital telecommunications* is advanced technology supporting the transfer of voice data and multi-media.
- *Shared information technology infrastructure* is the consolidation of common information technology goods and services such as; data processing, network, email, directory, common IT help desk, IT security and common software support; enabling government and closely held agencies to provide integrated program delivery.

- *High-Tech Sector* refers to all skills, disciplines and knowledge used to develop, produce or apply innovative or advanced technologies.
- *Information Management* is the application of systematic planning, controls and standards to the creation, use, sharing, integration, transmission, retrieval, retention, conversion, disposal, and preservation of information resources in all formats, and the improvement of information handling systems of all kinds.
- *Electronic Service Delivery* is making government programs and services available to the public and business via the Internet.
- *Broadband Communication* is type of data transmission in which a single medium can carry several channels at once. Cable TV, for example, uses broadband transmission.